

Management

**Management
Improvement and
Productivity
Enhancement in
the Department of
the Army**

Headquarters
Department of the Army
Washington, DC
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SUMMARY of CHANGE

AR 5-24

Management Improvement and Productivity
Enhancement in the Department of the Army

This new Department of the Army Regulation--

- o Implements applicable portions of the Department of Defense Directive 5118.3 and AR 10-5 by prescribing policies and responsibilities for Management Improvement and Productivity Enhancement in the Department of the Army. (chaps 1 and 2)

- o Implements applicable portions of AR 10-5 by prescribing policies and responsibilities for Management Improvement and Productivity Enhancement in the Department of the Army. (chaps 1 and 2)

Management

Management Improvement and Productivity
Enhancement in the Department of the Army

By Order of the Secretary of the Army:

ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:



JOEL B. HUDSON
Administrative Assistant to the
Secretary of the Army

History. This is a new Department of the Army publication.

Summary. This regulation prescribes policies and responsibilities for management improvement and productivity enhancement within the Department of the Army. The provisions of this regulation apply to all Army organizations and programs. This regulation defines the Army's management improvement and productivity enhancement philosophy and charges

commanders and managers with the responsibility for establishing and maintaining effective management improvement and productivity enhancement efforts.

Applicability. This regulation applies to the Active Army, the Army National Guard of the United States (ARNGUS), including periods when operating in an Army National Guard (ARNG) capacity, and the United States Army Reserve.

Proponent and exception authority. The proponent of this regulation is the Assistant Secretary of the Army (Financial Management and Comptroller). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Proponents may delegate the approval authority, in writing, to a division chief within the proponent agency in the grade of Colonel or the civilian equivalent.

Army management control process. This regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Office of the

Assistant Secretary of the Army (Financial Management and Comptroller), SAFM-RB, 109 Army Pentagon, Washington, DC 20310-0109.

Suggested Improvements. Users should send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA(SAFM-RB), 109 ARMY PENTAGON, WASH DC 20310-0109.

Distribution. This publication is available in electronic media only and is intended for command levels C, D, and E for Active Army, the Army National Guard of the United States (ARNGUS), including periods when operating in an Army National Guard (ARNG) capacity, and the United States Army Reserve.

Contents (Listed by paragraph and page number)

Chapter 1

Introduction, page 1

Purpose • 1-1, page 1

References • 1-2, page 1

Explanation of terms • 1-3, page 1

Responsibilities • 1-4, page 1

Chapter 2

Management Improvement and Productivity Enhancement in the Department of the Army, page 1

Improvements • 2-1, page 1

Strategies • 2-2, page 2

Proliferation efforts • 2-3, page 2

New methods • 2-4, page 2

Internet searches • 2-5, page 2

Contents—Continued

Resources • 2–6, *page 2*

Networking • 2–7, *page 2*

Appendix A. References, *page 3*

Glossary

Chapter 1 Introduction

1–1. Purpose

This regulation establishes the Army management improvement and productivity enhancement philosophy and related policies and responsibilities for the Total Army.

1–2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1–4. Responsibilities

a. The Assistant Secretary of the Army (Financial Management and Comptroller) is responsible for policy and oversight of management improvement and productivity enhancement Army-wide.

b. The Deputy Assistant Secretary (Resource Analysis and Business Practices), Office of the Assistant Secretary of the Army (Financial Management and Comptroller) executes the Assistant Secretary's responsibilities through the development of management improvement and productivity enhancement philosophy and policy, and will-

(1) Establish and oversee the policies and procedures for ensuring an effective management improvement and productivity enhancement effort Army-wide.

(2) Support Army-wide missions and functions by facilitating the development and implementation of management improvement and productivity enhancement initiatives.

(3) Consistent with the Federal Advisory Committee Act (FACA), 5 U.S.C. App. §2 and AR 15–1, participate in working and advisory groups and other forums addressing management improvement and productivity enhancement policies, procedures, and initiatives.

(4) Review and evaluate the relative effectiveness and efficiency of major Army management improvement and productivity enhancement programs and initiatives.

(5) Review detailed implementation instructions for proposed new management improvement and productivity enhancement programs and initiatives.

(6) Attend management improvement and productivity enhancement conferences, seminars, and other professional forums.

(7) Develop articles for various Army and other professional publications on significant management improvement and productivity enhancement initiatives.

(8) Consistent with the Federal Advisory Committee Act (FACA), 5 U.S.C. App. §2 and AR 15–1, work with the Private Sector Council to identify and develop joint projects aimed at improving the effectiveness and efficiency of Army procedures and programs.

(9) Develop strategies to facilitate the development, implementation, and sharing of management improvement and productivity enhancement initiatives Army-wide to improve Army management.

(10) Serve as the Army's liaison with the Office of the Secretary of Defense, other Defense Agencies and all other Government organizations regarding the Army's management improvement and productivity enhancement functions.

c. The Director, Strategic Management and Innovations Division, Management Directorate, Office of the Chief of Staff, Army is responsible for developing, promoting, and implementing strategic management policy and guidance that supports the Army vision.

d. Army leaders, commanders, and managers at all levels will be responsible for establishing and maintaining effective management improvement and productivity enhancement efforts.

e. All Army soldiers and civilians are responsible for seeking better ways to do their jobs, improving the processes through which their work is accomplished, and communicating their management improvement and productivity enhancement ideas to their supervisory chain.

Chapter 2 Management Improvement and Productivity Enhancement in the Department of the Army

2–1. Improvements

Management improvement and productivity enhancement in the Army today can no longer be characterized as a few centrally mandated programs comprising specific management improvement methods and requiring recurring reports to Headquarters, Department of the Army. Management improvement and productivity enhancement is now represented

by a vast array of programs, initiatives, disciplines, and techniques that are employed throughout the Army's headquarters and field establishment.

2-2. Strategies

Army leaders, commanders, and managers install management improvement programs, create initiatives, and employ management improvement and productivity enhancement techniques in response to a variety of requirements. Often, the requirements originate with a change of administration in the Executive Branch. Each new administration brings its own agenda for management improvement strategies. Implementation is typically by the Office of the Secretary of Defense through directed initiatives to the Services. Over time, the result has been a myriad of management improvement and productivity enhancement programs, initiatives, disciplines, and techniques.

2-3. Proliferation efforts

The proliferation of management improvement and productivity enhancement efforts has had positive and significant impact on the efficiency and effectiveness of the Army's business processes. Documentation and exchange of information regarding successes in those efforts provides a valuable resource for managers. A substantial body of this information exists, if not centrally catalogued, at least widely accessible.

2-4. New methods

Notwithstanding the successes in achieving management improvement and productivity enhancement within the Army, much opportunity still exists. The need for new initiatives and their application continues. Army managers are required to accomplish more with the same or fewer resources while reducing costs and maintaining high levels of productivity. They must apply the available tools and develop new methods of management improvement and productivity enhancement to address these requirements.

2-5. Internet searches

It is Army policy that leaders, commanders, managers, soldiers, and civilian employees take responsibility for actively pursuing improved and more efficient ways to accomplish their work. All Army personnel should become knowledgeable of the resources available relating to management improvement and productivity enhancement training, information exchange, and the organizations facilitating management improvement and productivity enhancement efforts. The most comprehensive source for this information is the Internet, and the most prolific results are obtained through Internet web site searches.

2-6. Resources

The Director, Strategic Management and Innovations Division is a valuable asset for Army leaders, commanders, and managers. This organization maintains an inventory of management improvement and productivity enhancement techniques, as well as Total Army Quality resources, tools, and information for exchange.

2-7. Networking

The Office of the Deputy Assistant Secretary (Resource Analysis and Business Practices), Office of the Assistant Secretary (Financial Management and Comptroller), will pursue a strategy to facilitate the development, implementation, and sharing of management improvement and productivity enhancement initiatives Army-wide by maintaining information on the worldwide web regarding newly documented initiatives and training opportunities. The site will facilitate networking among Army officials seeking to implement or share management improvement and productivity enhancement initiatives. It will accept information input from Army sources. The site will further provide links to other web-based management improvement and productivity enhancement resources.

Appendix A References

Section I Required Publications

This section contains no entries.

Section II Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this publication.

AR 5-1
Army Management Philosophy

AR 5-17
The Army Ideas for Excellence Program

AR 10-5
Headquarters, Department of the Army

AR 11-2
Management Control

DA Memo 5-4
Army Strategic Management Plan

Department of Defense Directive Number 5118.3
Under Secretary of Defense (Comptroller) (USD(C))/Chief Financial Officer (CFO), Department of Defense

Section III Prescribed Forms

This section contains no entries.

Section IV Referenced Forms

This section contains no entries.

Glossary

Section I

Abbreviations

This section contains no entries.

Title not used.

Paragraph not used.

Section II

Terms

Disciplines

Management improvement and productivity enhancement processes that are reasonably well defined as to their conduct and application. They often embody a specific set of management improvement techniques and tools that are applied in a standard progression. Examples include: strategic planning, business process reengineering, most efficient organization, Army Performance Improvement Criteria, and cost management.

Enablers

Efforts and methods employed to reduce or remove obstructions to management improvement and productivity enhancement initiatives. Examples include: training, reinvention waivers, new technology, and legislative change.

Information Exchange

The promotion of management improvement and productivity enhancement by publishing accomplishments and rewarding achievements. Examples include: benchmarking, internet web sites, Acquisition Reform Newsletters, Army Ideas for Excellence, Army Reinvention and Quality Initiatives Report, and Acquisition Reform Network.

Management Improvement and Productivity Enhancement

Programs, efforts or initiatives to improve Army management and operations.

Private Sector Council

The Private Sector Council is a nonprofit, nonpartisan organization committed to assisting the federal government improve its efficiency, management and productivity. The mission of the Private Sector Council is to improve the efficiency, productivity, and management of the federal government through a cooperative sharing of knowledge between the public and private sectors.

Programs

Comprehensive collections of management improvement and productivity enhancement efforts and initiatives that may have a functional, or at least, uniform focus. Acquisition Reform is a program with a functional focus. The Defense Reform Initiative crosses many functional areas, but addresses business practices in all those areas. Some programs are umbrellas for other management improvement programs. Others are collections of management improvement disciplines and techniques. Other examples include: Financial Management Reform, Logistics Reinvention, Electronic Business/Electronic Commerce, and Total Army Quality.

Tools/Techniques

The basic methods for achieving management improvement and productivity enhancement. Examples include: performance measurement, best practices surveys, benchmarking, lessons learned, technology transfer, value engineering, results of audit, inspections, or investigative efforts, and activity based costing.

Section III

Special Abbreviations and Terms

This section contains no entries.

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